

**(Over)**

# PERFORMANCE APPRAISAL SUMMARY

## OF PAST JOB PERFORMANCE OF PERMANENT EMPLOYEES

STD. 637 (REV. 7-94) (REVERSE)

PERFORMANCE FACTORS	I	M	E*	COMMENTS*
1. <b>QUALITY OF WORK:</b> Consider the extent to which completed work is accurate, neat, well-organized, thorough, and effective.				
2. <b>QUANTITY OF WORK:</b> Consider the extent to which the amount of work produced compares to quality standards for the job.				
3. <b>WORK HABITS:</b> Consider the employee's effectiveness in organizing and using work tools and time, in caring for equipment and materials, in following good practices of vehicle and personal safety, etc.				
4. <b>RELATIONSHIPS WITH PEOPLE:</b> Consider the extent to which the employee recognizes the needs and desires of other people, treats others with respect and courtesy, and inspires their respect and confidence, etc.				
5. <b>TAKING ACTION INDEPENDENTLY:</b> Consider the extent to which the employee shows initiative in making work improvements, identifying and correcting errors, initiating work activities, etc.				
6. <b>MEETING WORK COMMITMENTS:</b> Consider the extent to which the employee completes work assignments, meets deadlines, follows established policies and procedures, etc.				
7. <b>ANALYZING SITUATIONS AND MATERIALS:</b> Consider the extent to which the employee applies consistently good judgment in analyzing work situations and materials, and in drawing sound conclusions.				
8. <b>SUPERVISING THE WORK OF OTHERS:</b> Consider the employee's effectiveness in planning and controlling work activities, motivating and developing subordinates, improving work methods and results, encouraging and supporting employee suggestions for work improvement, applying policies, selecting and developing subordinates in accordance with State Personnel Board and departmental affirmative action policies.				
9. <b>PERSONNEL MANAGEMENT PRACTICES:</b> Consider the extent to which the employee understands and applies good personnel management practices including affirmative action and upward mobility. Does the employee contribute effectively to the implementation of State Personnel Board and departmental equal employment opportunity policies and to the attainment of affirmative action goals?				
GENERAL COMMENTS OR COMMENTS ON OTHER FACTORS				

\*The supervisor may make "comments" only, or may use rating categories only, or may use either or both methods of appraisal on any performance factor, as he or she prefers. The rating categories are:

- I - Improvement needed for performance to meet expected standards
- M - Performance fully meets expected standards
- E - Performance consistently exceeds expected standards